

Marketing and Outreach: Community-Building Tools



Objectives

You will learn:

- ◆ To create messages. Determine what you want people to know about your Neighborhood Network center.
- ◆ To reach all your audiences. What media outreach will enable you to get your messages across to Neighborhood Network center stakeholders, participants, elected officials, and the media effectively?
- ◆ To market center programs to stakeholders by emphasizing the impact that participation can have on the stakeholder and the community.
- ◆ To raise the visibility of your center as a community institution with long-term viability.

Key Points

- ◆ Identifying your audience.
- ◆ Marketing your center.
- ◆ Transforming your center.



Marketing the NN Center

Get the Word Out—Neighborhood Networks Communications

You should also consider conducting outreach in a more global way. After you have established programs for your residents, be sure to advertise, promote, and market their successes. An integrated marketing and communications plan includes a clear understanding of your message, a separate focus on each of the target audiences, and an outreach strategy that promotes your center. The objective of the plan is to ensure that you have a method for reaching every potential stakeholder and sharing information about your center in a way that encourages participation.

Know Your Target Audience



The key to any marketing strategy is knowing who you are talking to and tailoring your message to suit their interests. Neighborhood Networks is a wonderful topic because it really does suit any audience. Think about it. Everyone is a part of a community, which means that everyone stands to benefit from Neighborhood Networks. The trick is to give your audience a clear picture of just how important HUD's NN is to them.

Start with key stakeholders—residents, property owners/agents, businesses, institutions of higher learning, public libraries, departments of parks and recreation, etc. From there narrow the field down to individuals: Mr. and Mrs. Smith (residing in unit # 4), Ms. Jones of the Acme Management Company, Mr. Davis with the local Kinkos, Professor Adams of the local community college. Get to know their likes and dislikes in a general way.

The next step is to find a connection for each of them to your center. Perhaps it is serving on an advisory committee. Maybe they can offer training in the use of technology. Another connection could be to secure employment opportunities or job-training resources. If the Smiths are an elderly couple could they read to the children in the center in the afternoons?

Remember that the networks part of Neighborhood Networks is not just about computer systems, it is also about building alliances or connections. For example, if I am a business owner and I see value in participating in what you are doing at your NN center, I am more than likely to discuss this with other business owners. The impact of this could very well lead to additional partnership opportunities for the center. Networking involves reaching out and telling people about your center in a way that would facilitate linkages that are obvious and occur naturally. It is not uncommon for one partner to sit on the board of an organization that could also benefit the center. Your job is to make sure that the partner helps you share the success of your center with others.

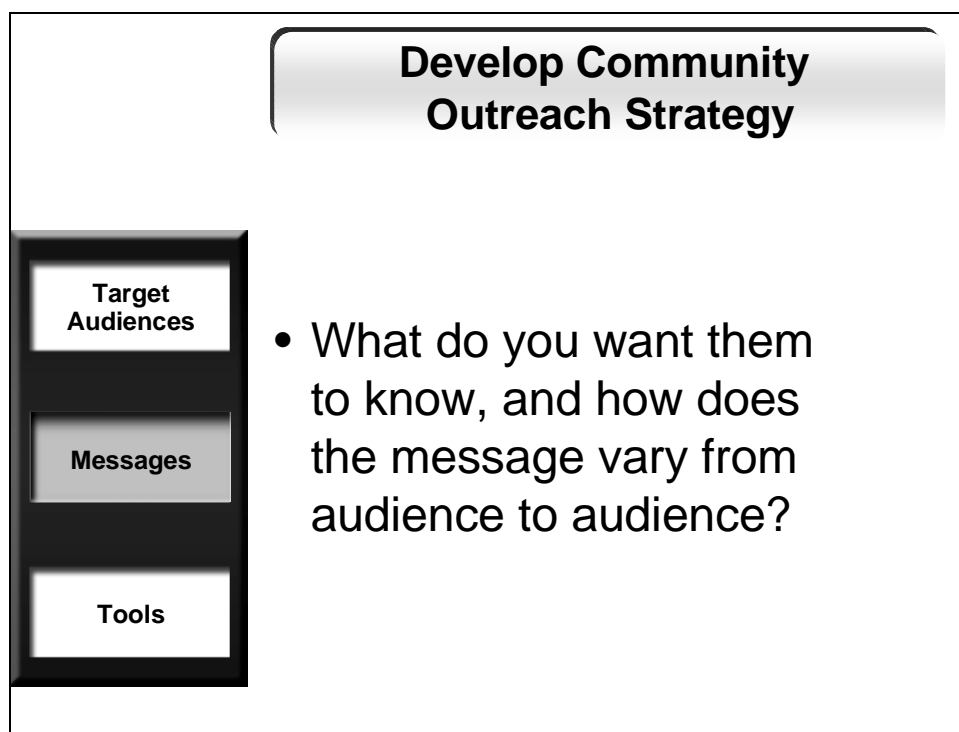
Additional actions that help you target your audience include:

- ❑ *Clarifying center objectives.* This will help you to more narrowly focus your message.
- ❑ *Identifying the resources needed to accomplish the objectives.* The description of what is needed and what is being offered should elicit an affirmative response from the audience, indicating that they can see where they fit in the picture.
- ❑ *Developing a plan for utilizing resources.* This will enable the audience to understand the duration of the commitment as well as the level of effort required to participate.

Do not limit the potential pool of stakeholders.

Take a look at your center stakeholders from the inside out. We have already identified a few stakeholders that are closest to the daily operation of the NN center. Here is a list of other potential stakeholders in your community:

- ❑ Local primary and secondary schools.
- ❑ Faith based organizations.
- ❑ Service providers.
- ❑ Fraternities and sororities.
- ❑ Government agencies.
- ❑ Local officials.
- ❑ Public agencies.



Once a connection is identified you can begin to develop a message that is directed at their individual and or collective interests. Your message should clearly paint the picture for them so that at the end of your presentation, they feel "I've got to be a part of this."

The process is the same for targeting audiences with a message about your center than it is for identifying stakeholders. Identify the agency, then identify the individual. Get to know their likes and dislikes, and make a connection to what they could potentially offer and gain from a partnership with you. Then spell out the details of this in a message that is specifically crafted for them and calls them to action.

Messages should incorporate elements of rational and emotional appeal. Include testimonials from residents, staff, and volunteers as well as photographs for a personal touch. Statistics will provide concrete evidence of achievement.

Messages: Publicize Center Activities and Accomplishments

Success Stories

Progress

Events

- *Success stories*—Job training/ placement, skill building, putting technology to the test, and student accomplishments

Messages: Publicize Center Activities and Accomplishments

Success Stories

Progress

Events

- *Progress*—Increased participation, acquisition of new technology, partnership development, and changing neighborhood trends (breaking stereotypes)

Messages: Publicize Center Activities and Accomplishments

Success Stories

Progress

Events

- *Events*—Grand opening, new program offerings, foundation/grant awards, and activities

Develop Community Outreach Strategy

Target Audiences

Messages

Tools

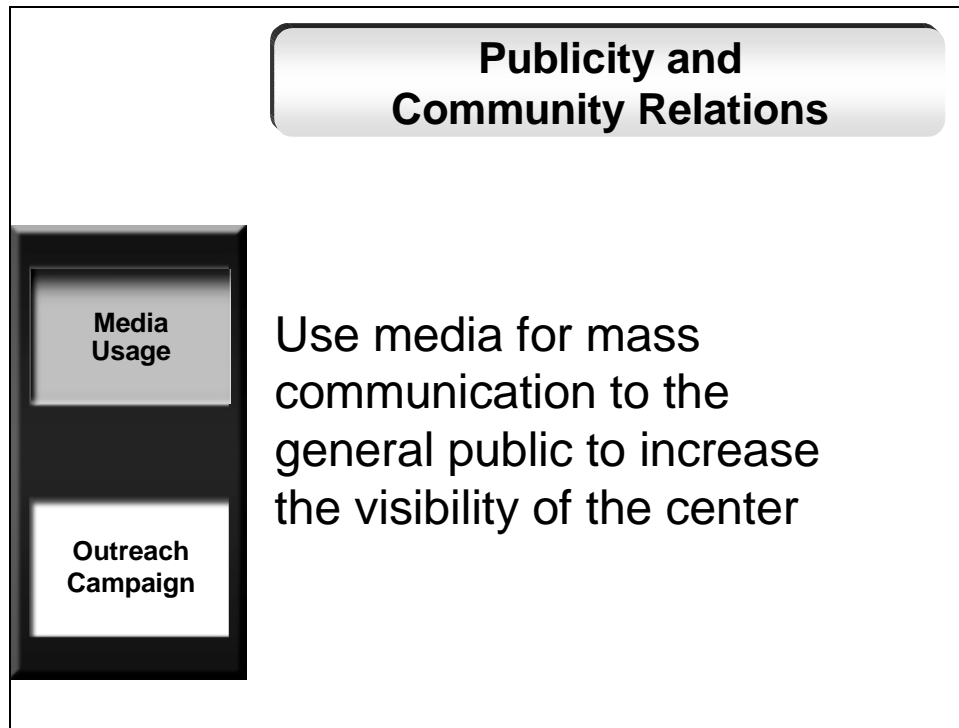
- What are the most effective ways to reach your audiences?
 - Posters and flyers
 - Newsletters
 - Internet
 - Print and broadcast media
 - Informal conversations
 - Online postings

A number of forums exist for you to present information on the exceptional work you are engaged in at your NN center. From submitting articles for publications to granting personal appearances, you should be prepared when the opportunity presents itself. Some audiences may require a

personal vehicle of communication that is tailored to the specific audience. Others can be reached through mass communication, by use of public relations and publicity tools.

Public Relations

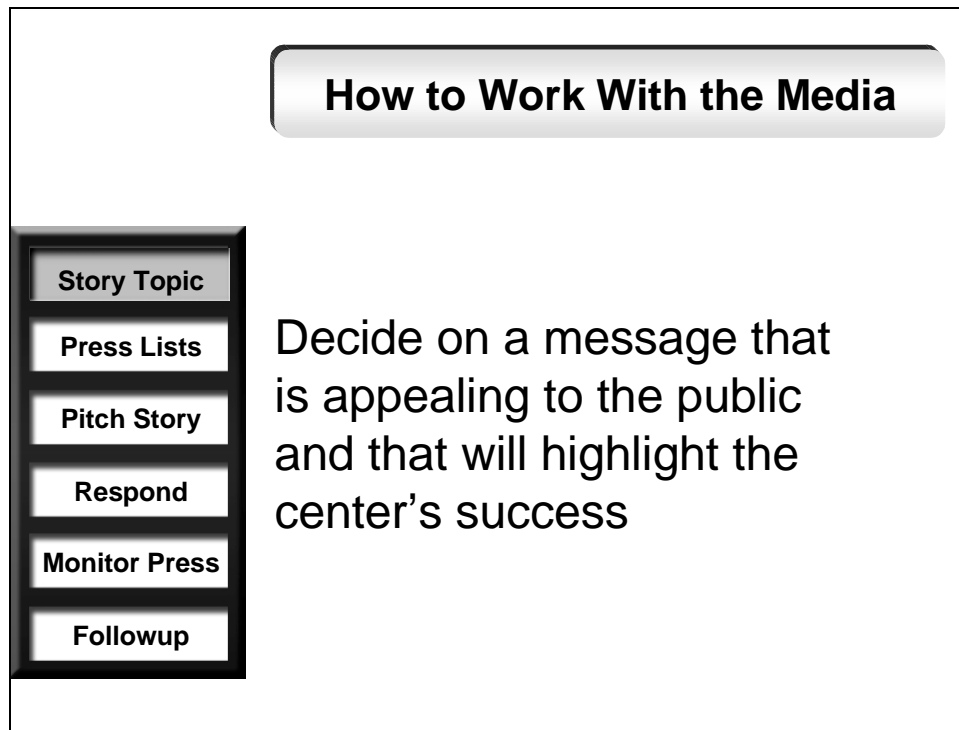
Get Media Attention



A successful publicity plan includes outreach to the media to increase visibility and maximize exposure of your center. Television, radio, and print journalists are always looking for new angles and interesting stories. If you work with local media, your center can receive more volunteers or funding as people learn about and are inspired by the work done at your center. Through local print and broadcast media coverage, the news about your center can reach thousands of people quickly.

Media attention can provide:

- ☐ Credibility for your message/event that cannot be obtained through expensive advertising.
- ☐ The opportunity to reach people who may wish to participate in your center's program.
- ☐ The opportunity to attract new partners and supporters.



The first step in any media campaign is to think about why you need the attention and what the purpose of the coverage will be. This can be to raise awareness of your center's programs or services, provide a counter argument to the prevailing public opinion, or instigate action for your center. Once you decide on the purpose, you will be better at attracting attention.

Although you know that your center is important and deserves recognition, it is necessary to show the media why you feel that way. Develop ideas and be an advocate for your center. This will help attract positive media attention.

Press Lists

Story Topic

Press Lists

Pitch Story

Respond

Monitor Press

Followup

- Develop a press list with contact information for radio and television stations and newspapers
- Use a telephone book or the Internet for assistance

The next step is to develop a media contact list that includes local radio and television stations, and daily and weekly newspapers. You can develop your own list, or you may contact your local HUD public affairs office or the Neighborhood Networks media relations/ communications team to see if a media list for your area is already available. If you develop your own media list, the process is simple:

Identify all local media sources, including radio, cable, and television stations; weekly and daily newspapers; magazines; and wire services, such as the Associated Press (AP) and United Press International (UPI); and call for contact information for their news department. Do not forget to include reporters from alternative, ethnic, and community newspapers, and local cable stations.

Most larger towns and cities have at least one daily newspaper and three television stations, usually ABC, NBC, and CBS affiliates. Some cities and towns also have a FOX television station. Do not forget radio, cable, magazines, and weekly newspapers, which traditionally cover community events. Include all ethnic and religious media and public or community affairs programs that serve your local community.

Check a telephone book or do an Internet search for a media list for your area. If you have access to the Internet, you can do a specific search for media organizations in your area. (For example, if you were in San Diego, using a typical Web browser, you could type in "San Diego Media" in the search box.) If a list is available, you can print it out directly from your search. Once you have obtained local phone numbers for media outlets, you can start building your own list.

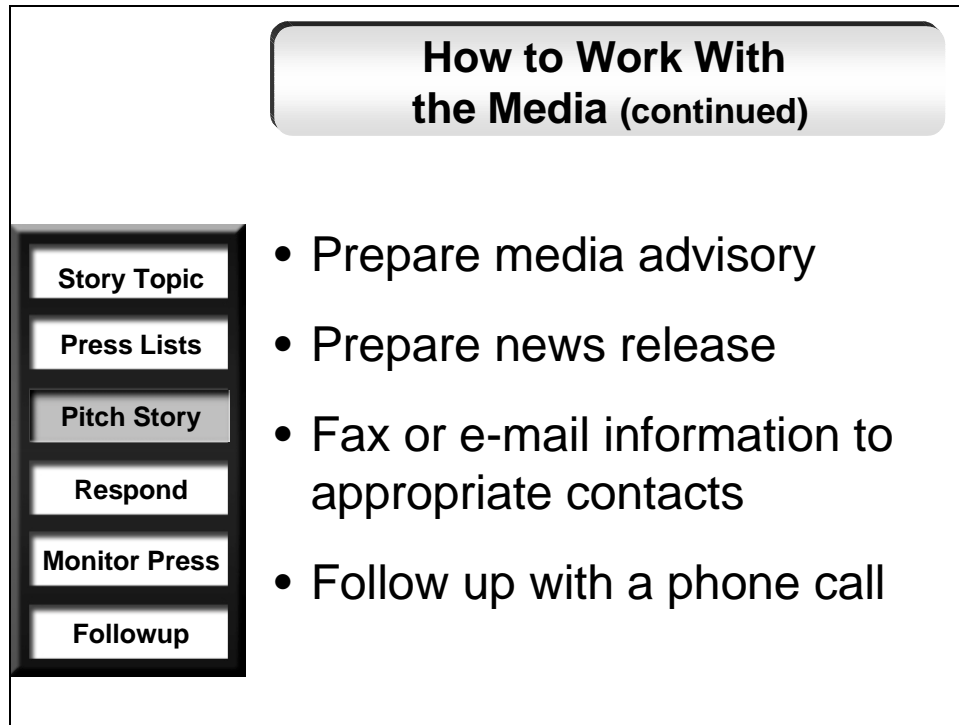
Call local radio and television stations and ask for the news department. Ask the news department to provide you with the name, phone number, fax number, and mailing address of the assignment editor/reporter for your area. If possible, you might want to introduce yourself to that editor/reporter while you are on the line.

Type your contact information into your computer at the center. If possible, use a software program that prints mailing labels.

Update your mailing list. Since newsroom staffing constantly changes, it is a good idea to update your media list at least every 6 months by making a quick round of phone calls. Add new names and contact information as needed.

Make a separate mailing list that includes local officials, partners, and community stakeholders. It is important to keep these groups abreast of the latest news about your center.

Pitch Story



Contact local media using a media advisory or news release. An advisory is an invitation or a “heads-up” for the media, which you send no more than a week before your event. In contrast, a news release tells your story in greater detail and is sent after the media advisory. Both materials must be sharp and to the point, so that the media can relay their news content to audiences easily, with confidence in their accuracy.

A media advisory is a brief overview that includes dates, times, and general information about a story.

Some key points to remember about media advisories:

- ☐ Keep it simple and short. Media advisories are usually less than one page.
- ☐ Include one-line descriptions explaining what the story, including information about the 5 W's (Who, What, Where, When, and Why)
- ☐ Add one or two brief paragraphs that further explain the background, or the “why.”
- ☐ Remember to write a headline and include contact information.
- ☐ Fax or mail the advisory to media 6 or 7 days prior to an event.

- ❑ Include the HUD Neighborhood Networks Web site address (www.NeighborhoodNetworks.org) and the Neighborhood Networks Information Center toll-free number (888) 312-2743

A news release faces intense competition when it arrives on an editor's desk. To generate media interest, communicate the news of the event in a way that makes it fascinating and worthy of being reported. News releases are purveyors of information, and nothing is more important to local media than resources and programs that are doing something worthwhile for the community. It is good practice to send the press release 2 to 3 days prior to the date of an event, or 4 days after sending a media advisory, but please be aware of local media deadlines, as they may vary.

Sending a news release is the most cost-effective way to alert the media about a news event such as a grand opening. News releases should be typed or reproduced on standard-size paper, or you may use a news release template available on the Neighborhood Networks Web site.

Try to keep your news release to no more than two double-spaced typed pages. Your release should contain the following:

- ❑ *Release Date.* This should preferably appear on the left side of the release below the address and should contain the date on which you are releasing the information.
- ❑ *Contact.* The contact(s) should appear on the right side of the release and should list the person(s) whom you want reporters to call and a phone number. A news release issued by a HUD office should include a local HUD public affairs representative or Neighborhood Networks coordinator as a contact since they know about Neighborhood Networks and have experience working with media.
- ❑ *Dateline.* Datelines tell the media where your event will be held. A dateline should contain the city name, in **BOLD CAPITAL LETTERS**, where your event will occur, followed in most cases by the state. No state is needed for major cities. Use post office abbreviations for states.
- ❑ *Headlines.* The headline is the most important element of your news release. Your headline should grab the reporter's attention immediately. An ideal headline should summarize what your event is all about in less than 10 words and in a maximum of two lines.
- ❑ *Subheads.* You may also write a subhead that supports the headline. The subhead allows you to provide additional information without going into great detail.
- ❑ *Effective Lead.* Your lead or first paragraph should summarize what your news release is all about, in less than 30 words if possible. Keep your lead simple and try to use a unique news angle that sparks local interest.
- ❑ *The News Release Body.* The rest of the news release, known as the body, should include more detailed information. You may also use quotes to make your news release more colorful. Your entire release should be clear, concise, and informative. Use the active voice and attribute reports, statements, and facts when necessary to add credibility.
- ❑ To end your release, include an end paragraph sign (#). You may also want to include your center's Web site address, if you have one, or list the HUD Neighborhood Networks Web site (www.NeighborhoodNetworks.org). Also, you should list the Neighborhood Networks Information Center toll-free line: (888) 312-2743.

Whether you fax or e-mail your news release is your own decision. Generally speaking, most news organizations prefer to receive faxes. However, an increasing number of large news organizations, such as *The New York Times*, no longer accept faxes unless they are requested by a direct contact of the newspaper. In addition, an increasing number of reporters are beginning to request news releases via e-mail. What you do depends on your available time and resources.

When sending a fax, remember to include a fax cover sheet. It should include the contact name, title, news organization and fax number, the name of your center, your name and number, and a brief description of the event. This presents another opportunity to sell your story. Use a crisp, punchy sentence to highlight why an editor or reporter should attend the event.

If you have time, follow up the distribution of media materials with phone calls. Sometimes materials get lost or are not directed to the right reporter or editor, especially in large news organizations. A phone call adds a personal touch, but be careful not to demand that a journalist attend your event. Briefly try to sell or pitch your story to the editor/reporter.

Respond

**How to Work With
the Media (continued)**

Story Topic

Press Lists

Pitch Story

Respond

Monitor Press

Followup

- Be conscious of deadlines
- Be honest
- Be prepared: have talking points and messages ready
- Be respectful and positive
- Distribute press kits

If reporters call, call them back, usually within an hour. Find out what reporters want and help them. Nothing irks reporters more than someone who ignores phone calls or is evasive. Reporters work on deadlines and they frequently will ask for information on a tight schedule. Try to meet their deadline. Most daily newspapers have noon or 4 p.m. deadlines, while many television stations prefer to have news footage back by 3 p.m. for the 6 o'clock news and 8 p.m. for the 11 o'clock news. Some news segments can go live at anytime via satellite.

Be sincere and never lie. If you do not know the answer to a question, tell the reporter, "I don't know the answer to that question, but I'll find out and get back to you very soon."

Present the facts and try to make them interesting. Your comments to reporters should be brief, to the point, and easily understood. Avoid long rambling answers. Have key talking points and messages ready.

You may, however, use anecdotes and success stories. People love stories and they are likely to remember them longer than they remember mere facts. With a profile or a success story, you can present a strong message. By telling a story, you will appear warmer and down-to-earth.

Do not say or do anything negative in the presence of a reporter that could be picked up and used in the media. Never lose your cool or argue with a media representative. Treat a reporter as you would want to be treated yourself.

Respect the reporter's opinion and do not tell him or her what is or is not news. You can suggest a news story and its importance to the listening, viewing, or reading audience, but do not push it. Do not complain about the treatment of a story as long as it is accurate and fair.

Assemble and distribute press kits. A press kit should tell the media about the center and why the event is important. Good items to include are:

The news release about the event.

The Neighborhood Networks brochure.**

Neighborhood Networks fact sheets.**

Photographs of your center and staff.

Copies of articles that have been written about your center.

Neighborhood Networks and center newsletters.**

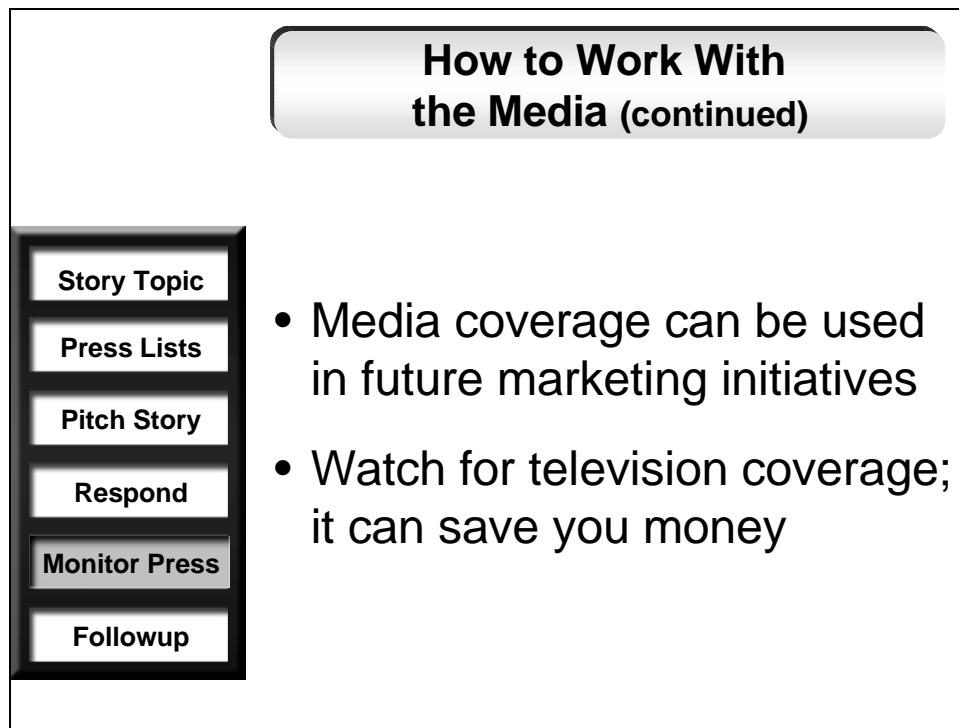
Copies of certificates of commendation or other honors the center has received.

Biographies of speakers appearing at the celebration and profiles of the organizations they represent.

A Neighborhood Networks cover folder.**

**—Items marked with asterisks are available from the Neighborhood Networks Information Center.

Monitor Press



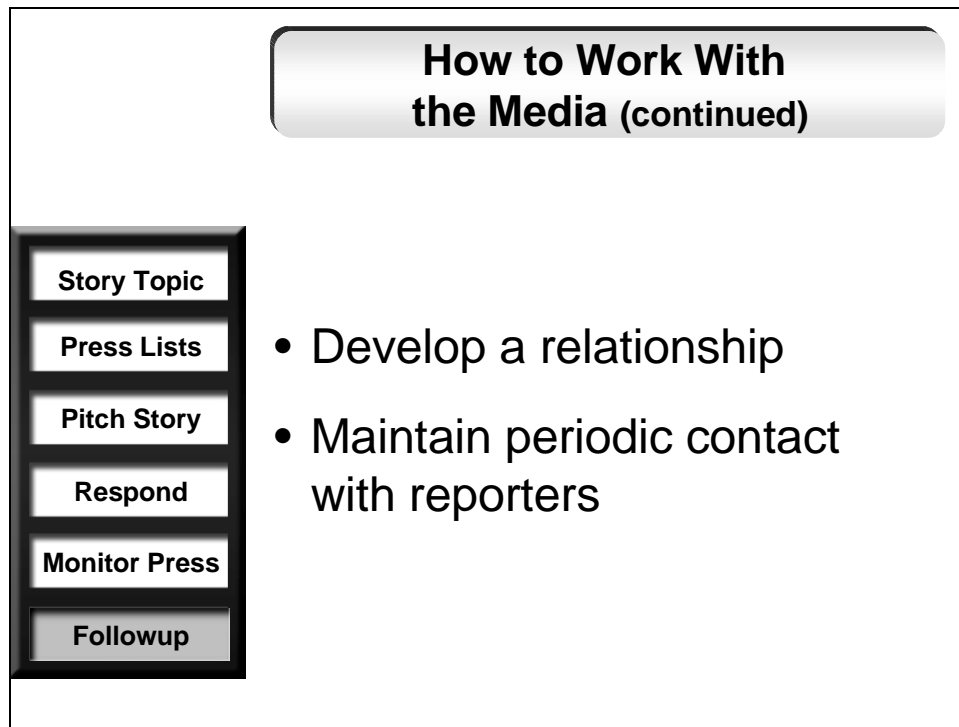
You can monitor media coverage on your own by watching the television news, reading newspapers, and listening to the radio. For print stories, you may call the Neighborhood Networks media/communications team. The Neighborhood Networks toll-free number is (888) 312-2743.

For a fee (usually \$20 to \$35), audio or video tape versions of media coverage can be ordered from local television or radio stations. Newspapers also will provide copies of past issues at minimal cost.

Ask Neighborhood Networks staff to program their VCRs to record the news on several television stations on the day of your event. This saves additional costs for ordering television footage from the station.

Use your press clippings and television coverage as tools to prepare marketing packets, increase awareness about your center, recruit partners, and engage residents and community volunteers.

Follow-Up



Finally, it is important to follow up with the media. Just because the press visited your center does not mean it will be featured in the news. Contact the reporters who visited your center and ask for an update on the story. Once you have worked with a reporter, call him or her back occasionally. Keep the media informed about what is going on at your center. Develop a lasting relationship built on respect and professional courtesy. Periodic contact will also help keep your story fresh in the reporter's mind.

Community Outreach Campaign

As a new member of the community, your Neighborhood Networks center offers a valuable voice for the public good. Many media outlets and local and state representatives are eager to hear what their constituents have to say about the condition of the community. As a center director, you can make your voice heard and help voice the concerns of residents.

Part of your duty is to create positive relations with both community leaders, as well as government and local officials.

Public Meetings

Public meetings are one of the basic units of democracy. Citizens can listen to and participate in local government. Public meetings do not solve all the problems of the community, but being heard and representing your Neighborhood Networks center builds a network of supporters and may spark a local government's interest in the center.

There are a few considerations when attending a public meeting:

- ❑ *Know when and where the meeting will take place.* For maximum public participation, most public meetings are held at night, but not all of them.
- ❑ *Know your role.* It is important to know when to speak and when to hold back comments. Discussions can be controversial so know how and when to interject your comments. Adding your opinion tactfully will gain you and your center respect in the community as well as public visibility.
- ❑ *Be clear.* Many people are excellent public speakers, but it does take practice.

Here are some suggestions for speaking in a public forum:

- ❑ Stick to the time you have been allotted.
- ❑ Speak from the appointed location in the room, such as at a podium or standing at your chair.
- ❑ Speak in a clear voice and explain your points concisely and factually.
- ❑ Print copies of your remarks and submit them to the committee members and staff.
- ❑ Make sure you include your name and contact information.
- ❑ Use your real voice, but be sensitive to the impact of your passions on other people. Speaking in an angry voice may not gain the results you want.
- ❑ Be prepared to answer questions. It is important to show that you are knowledgeable about your subject matter.
- ❑ Do not take it personally if your remarks are criticized or rejected.

Transforming Your NN Center

With partnerships that spread across the neighborhood, and increased visibility resulting from your marketing and outreach campaign, you are well on your way to moving your NN center from a project in a specific complex to a network of programs and resources that meet the needs of an entire community. By establishing relationships outside of the four walls of your center, you have ensured the sustainability of the center as well as piqued the curiosity of the community as a whole.

It seems that every time someone turns around, they are hearing about your center. People are looking for ways to be involved and the focus of your center is growing to include the entire community. With consistent outreach and marketing campaigns you will find that your center is becoming the first place that people think of when they want to develop a new capacity in the community. This stems from your strategic positioning of the NN center as the anchor in your area.

Strong partnerships with key stakeholders in the community will result in high visibility for both the NN center and the partner. One critical component of this transformation includes your willingness to continually assess the potential stakeholders in the community as well as the offerings of your center. You must stay connected to the neighborhood in a way that allows you to note trends and anticipate changes that could impact the NN center. By attending the community

meetings and focusing on public relations, you will begin to establish a presence in the community that enables you to draw the resources you require for sustainability.



Activity

Workshop Activity: News Story/Feature Article

Instructions:

A 96-year-old senior resident in your housing community just received her GED through your Neighborhood Networks center's adult basic education program. Write down five bullet points to highlight how you will "sell" this story to the news media in your community. Focus on the human-interest value, profiling this woman and her achievement, and how your center is an advocate for people like her in the community.

Workshop Activity: Special Event

Instructions:

Your Neighborhood Networks center has created a new job-skills training and employment program, and you are preparing an event to kick off this new addition to your program activities. What kind of event would help you best highlight this new activity? How will you attract residents to the kickoff event? What other stakeholders from the broader community would you like to have attend? How will you attract media attention?

Workshop Activity: Controversial Situation

Instructions:

An adult bookstore has opened across the street from your Neighborhood Networks center. Although you have been previously unsuccessful in getting media attention to cover the good work your center has done in your neighborhood, reporters are suddenly showing an interest and want to find out how the bookstore will negatively affect your work—corrupting children, attracting the "wrong" types into the neighborhood, and contributing to an increase in violent crime. How will your center handle the potential onslaught of bad publicity?

Workshop Activity: Press Release

Instructions:

Using one of the scenarios presented below, write a press release to the media. Be mindful that you want to raise public awareness and convince the press that your center is important and deserves recognition. Remember to answer the questions who, what, where, when, why, and how in the release.

Scenario 1:

_____ is a new Neighborhood Networks center located at 1550 East Bay Street, Philadelphia, Pennsylvania. It is scheduled to open on May 1, 2002, and has planned a public grand opening for that day beginning at 10 a.m. Joseph Martino, City Councilman, will be present at the ribbon-cutting ceremony. This special event will include free giveaways from local businesses, new technology program demonstrations, and light refreshments.

Scenario 2:

_____ is an established Neighborhood Networks center located at 3208 Aster Drive in Miami, Florida. The past 6 months has been spent preparing an economic development program geared toward promoting small business or microenterprise opportunities to resident seniors. The center has been remodeled to accommodate this program and is set to launch the new initiative this summer.

Scenario 3:

_____ is a Neighborhood Networks center that has just secured a partnership with the local community college to provide onsite adult basic education/literacy and continuing education programs through distance-learning software. The partner is donating the additional computers and software necessary to make the program successful.



Presenters Biographies

Paloma Costa (Los Angeles), Neighborhood Networks training specialist, develops technical assistance tools for Neighborhood Networks centers. She has developed content for conference calls, Regional Technical Assistance Workshop and National Conference workshops, and training guides. Before working with Neighborhood Networks, Costa coordinated marketing and publicity activities for the ESPN Firefighter Combat Challenge. In addition to procuring sponsors and working with the media for the event, she assisted fire departments across the country with marketing and public relations plans. Her experience also includes market research and analysis for Verizon Communications and marketing strategy for the Arena Stage Theater in Washington, D.C. Costa has a bachelor of science degree in marketing and international business from the University of Maryland at College Park.

Marlene Keller (Chicago), Loretta Orme Activity Center

Edna Moffett (Washington, D.C.), founder/executive director of Operation P.E.A.C.E., Inc., is an active, community-oriented person with a passion for improving the lives of those around her. When she began working for the Village of Bedford Pine in 1983, she witnessed the community being destroyed by drugs and crime. Her fight to help the residents of the area began with a small group of children and an after-school program she developed to enhance their lives. Through her commitment, the program continued to grow. In 1995, Operation P.E.A.C.E., Inc., became a multiservice nonprofit organization. As the founder and executive director of Operation P.E.A.C.E., Inc., Moffett spends much of her time seeking funding for the organization. To date, the program has been awarded more than \$2 million in grant money, and with the help of loyal corporate sponsors, she has been able to offer several successful services to the residents free of charge. Her community activism has not gone unnoticed. She has received the Atlanta Business League Millennium Pacesetter Award, the Atlanta Planning Neighborhood Leadership Award, and is a 2001 NAACP honoree. She is also a mother of two and grandmother of three.

Robin Payes (Washington, D.C.) has more than 20 years of experience in public relations, marketing, and marketing communications, including strategic business and marketing planning, public and media relations, Web site development, speech writing, media training, and script writing. She has planned and implemented public relations strategies, business promotions, news conferences, and other press and special events. Payes has worked with public relations agencies to develop and place stories with news media, and has supervised ad agency work to develop advertising banners and radio, television, multimedia, direct mail, and collateral materials. She is responsible for planning and executing comprehensive marketing strategies, and initiating creative work from concept to execution.

Bruce Taylor (Washington, D.C.), technical assistance specialist, has more than 17 years of experience in various aspects of public and private sector housing. His experience includes grassroots work, national organizations, and federal and state entities involved with developing and implementing housing objectives designed to assist low- to moderate-income citizens. He coordinates technical support for the Community Connections contract, providing guidance to technical assistance specialists in the collection, evaluation, and analysis of information retrieved from technical assistance providers under the HOME Investment Partnership program. Taylor develops marketing programs designed to provide outreach efforts to technical assistance providers, public interest groups, area community planning offices, and development directors. He also ensures that targeted clients receive appropriate information on Community Connections services. Taylor conducts mailings, telephone calls, and online communications (fax broadcast,

fax on demand, and electronic mail) to inform Community Planning and Development customers of technical assistance publications and products available from Community Connections. He has designed and formulated programs to heighten the awareness of low- to moderate-income residents with respect to district and federal housing programs, and maintained contact with lending institutions responsible for implementing community reinvestment initiatives, such as low-income homebuyer programs and workshops. Taylor earned a J.D. from Cecil C. Humphreys School of Law, University of Memphis, in Tennessee, and a B.A. in history from Lafayette College in Easton, Pennsylvania.

Dr. Nicol Turner-Lee (Chicago) has more than 10 years of experience working with both organizations and communities in the areas of local asset mapping, resource mobilization, organizational development and management, and community organizing. Turner-Lee is the executive director and founder of the Neighborhood Technology Resource Center located in Chicago, Illinois. She is also president of Net Consulting Group (www.netconsultinggroup.com) located in Evanston, Illinois, and a current research fellow with Northwestern University's Asset-Based Community Development Institute (ABCD). During the past 10 years, Turner-Lee has served as a consultant in Georgia, Illinois, Michigan, and New York. She has also published several articles on ways to identify, document, and mobilize community assets. Turner-Lee's current focus on technology is related to ways that the asset-based approach to community building can be strengthened through new technologies. Located in both Chicago's West Town and North Lawndale communities, the Neighborhood Technology Resource Center's mission is to use an asset-based approach in the creation of educational, career/enterprise development, and job placement technology programs and tools to prepare users for social and economic self-sufficiency. She is currently providing technical assistance to community technology centers, both citywide and nationally, on technical infrastructure development and organizational development. Turner-Lee has served as faculty at Northwestern and North Park universities and participated in several business roundtables around emerging leadership. She has also presented her work at various conferences for civic, education, government, technology, policy, and business organizations. She is an active member of those professional associations that serve organization and community development specialists. She has a masters degree in organizational development/sociology and a Ph.D. from Northwestern University of Evanston, Illinois.